



# IDAHO

## DEPARTMENT OF CORRECTION

# Strategic Plan

FY 2013 - 2017

Updated June 2012

***“Mission First, Safety Always”***

**C.L. “Butch” Otter, Governor**

**Brent D. Reinke, Director**

**Board of Correction**

Robin Sandy, Chairman    Jay Nielsen, Vice Chairman  
JR Van Tassel, Secretary

# **IDAHO DEPARTMENT OF CORRECTION**

## **Strategic Plan 2013 - 2017**

***“Mission First, Safety Always”***

### **Our Mission**

To Protect Idaho  
through Safety, Accountability, Partnerships  
and Opportunities for Offender Change

### **Our Vision**

As Idaho’s premier “Black Hat Agency”, we will  
lead the way in providing excellent, nationally-recognized  
criminal justice services

We accomplish this through the care and development of staff,  
safe offender management, and the effective treatment  
and prevention of criminal behavior in facilities and communities

### **Our Values**

We value a professional environment that fosters trust, credibility,  
dignity and respect for staff, the public and offenders.

We demand of ourselves and others...

*Honesty, Integrity, Teamwork,  
Flexibility and Open Communication*

We model what we value

## Performance Measures FY 2013

- Increase % of staff at or above the current IDOC comparative ratio
- Timely completion of treatment pathways utilizing a benchmark at 87%
- Establish baseline measures for the following new indicators:
  - Presence of contraband using comparative data
  - Workplace injury rate
  - Volume of findings in security audits
  - Volume of findings in treatment audits
  - IT systems availability, network and applications
  - Reduce offender risk and need in the community setting

### Strategic Plan Participants

---

**Brent D. Reinke, *Director***

---

**Kevin Kempf**  
*Operations Chief*

---

**Tony Meatte**  
*Management Services Chief*

---

**Shane Evans**  
*Education, Treatment & Re-entry Director*

---

**Sharla Means**  
*Human Resources Services Manager*

---

**Teresa Jones**  
*Administrative Support Manager*

**Henry Atencio, *Operations Deputy Chief***  
**Josh Tewalt, *Operations Deputy Chief***  
**Pat Donaldson, *Management Services Deputy Chief***  
**Susan Fujinaga, *Management Services Deputy Chief***

**Jeff Zmuda, *Operations Deputy Chief***  
**Marty Thomas, *Correctional Industries Manager***  
**Cathy McCabe, *Research Director***  
**Chris Tucker, *Quality Assurance Manager***

## Preface

The Department of Correction uses strategic planning to set goals and envision Idaho leading the way in providing excellent, nationally-recognized criminal justice services.

During planning sessions for fiscal year 2013, agency leaders began the process by assessing risks facing the agency. Key risk areas identified include concerns specific to safety, staff and quality services.

Leadership developed strategies, objectives and actions to mitigate risks and placed them in a framework matching the Department's mission: Safety, Accountability, Partnership and Opportunity for Offender Change. While risks change, the overall focus areas remain more broad, universal and congruent with the mission of the Department.

The following elements are new to the plan this year.

- The plan was refined and streamlined with fewer objectives.
- The plan integrates more measurable goals.
- Planning includes the Quality Council and Quality Management System to track progress.

As a result of additional planning elements this year, several key performance indicators will be implemented and tracked for improved performance over time. These new performance indicators will need baseline measurements and associated performance thresholds completed during fiscal year 2013, as noted in the Performance Measures shown on the previous page.

Planning efforts spanned three months allowing the leadership team to modify the plan to more closely meet today's challenges.

# Focus Areas, Goals and Objectives

## FY 2013 through FY 2017

### SAFETY

#### **General Safety:**

*Goal: Maintain the safety and security of IDOC staff, offenders and the public.*

1. *Reduce contraband within or entering IDOC facilities*
2. *Enhance staff safety*

#### **Facilities and Work Units:**

*Goal: Provide adequate facilities and work units to meet offender population, program and treatment demands*

3. *Implement a facilities plan that appropriately provides for and places inmates in safe appropriate housing based on assessed offender needs*
4. *Provide a secure mental health facility to meet offender needs*

#### **Care and Development of Staff:**

*Goal: Provide an environment that values employees and their contributions to the agency's success*

##### Training and Development

5. *Implement training plans for all IDOC staff*
6. *Support staff continuing education*

##### Adequate and Competitive Compensation

7. *Implement a compensation plan for all administrative and corrections positions*

##### Employee Relations

8. *Provide a work environment that is characterized by the fair treatment of staff, open communications, personal accountability, trust and mutual respect*

### ACCOUNTABILITY

#### **Resource Management and Efficiency:**

*Goal: Effectively develop and accurately manage department resources for optimum use in the implementation of IDOC services*

9. *Implement a fact-based Quality Management System (QMS) that represents evidence of a continuously improving department-wide system through the measurement of key metrics throughout the department.*
10. *Provide adequate IT staff and the commitment to update the IT infrastructure in both software and hardware to continually meet the needs of our 24/7 operation resulting in*

*the provision of a stable network, applications and secure information environment for staff to perform their duties efficiently and effectively.*

11. *Implement a department-wide Change Management Process*

### **Contracts Administration:**

*Goal: Effectively administer contracts to achieve desired IDOC and planned contract outcomes*

12. *Reduce risks and optimize the use of resources to achieve the desired outcome for all IDOC contracts*

## **PARTNERSHIPS**

### **Effective Offender Population Management:**

*Goal: In cooperation with partners, improve management of offender populations to ensure that the right offender is in the right place at the right time.*

13. *Enhance partnerships and realign resources as feasible to enhance offender success in a non-incarcerated setting*
14. *Implement focused supervision for probation and parole according to best management practices and assessed risks*
15. *Implement structured re-entry*

### **Public Awareness:**

*Goal: Increase public awareness and enhance partnerships to improve Idaho's criminal justice system*

16. *Continue to develop critical new partnerships, while maintaining current partnerships with both public and private entities*
17. *Continue and enhance IDOC's communication and education efforts to the public*
18. *Build understanding of corrections with new lawmakers*

## **OPPORTUNITIES FOR OFFENDER CHANGE**

### **Continuum of Services:**

*Goal: Design, implement and provide a full continuum of evidence-based programs, treatment and services to meet the needs of offenders, families and the criminal justice system*

19. *Identify and implement systemic strategies to resolve the road blocks to successful offender change*
20. *Design and implement a full continuum of evidence-based programs, treatment and services to meet the needs of offenders, families and the criminal justice system*
21. *Develop focused tools to manage and measure pathways effectively*

# Staff Work Plan FY 2013 to FY 2017

## Safety

Objectives/Actions	Schedule <i>Begin/Finish</i>	Responsibility	Resources Needed	Comments/Status/Date
<b>General Safety</b>				
<b>1. Reduce contraband within or entering IDOC facilities</b> 1.1. Establish secure entrance check point for the south Boise complex	2.12/8.12	Operations Chief	Sustainable funding source	
<b>2. Enhance Staff Safety</b> 2.1. Establish operations-wide safety program to reduce workplace injuries 2.1.1. Assign and train coordinators at each facility 2.1.2. Develop and provide training for non-uniform staff	7.12/1.14  1.13/7.13  10.12/1.1.14	Operations Chief, with support from team (primary)  Human Resources Manager (support)		
<b>Facilities and Work Units</b>				
<b>3. Implement a facilities plan that appropriately provides for and places inmates in safe appropriate housing based on assessed offender needs.</b> 3.1. Develop, implement and evaluate optimum and maximum bed capacity in existing state facilities based on staffing 3.2. Develop, implement and monitor contract beds to appropriately house offenders 3.3. Update the facilities master plan to reflect realistic resources 3.4. Redefine the classification tool	4.12/11.12  4.12/9.12  4.12/ 2011/1.13	Director's Ofc/ Core Team  3.1. Operations Chief (primary) Operations Deputy Chief, Contract Svs Deputy (support) 3.2. Contract Services Deputy  3.3. Management Services Chief 3.4. Operations Chief	Staffing & funding	
<b>4. Provide a secure mental health facility to meet offender needs</b> 4.1. Build a secure mental health facility	7.12/	Director's Office/ Core Team		

# Safety

Care and Development of Staff				
<b>Training and Development</b>				
<b>5. Implement training plans for all IDOC staff</b> 5.1. Define training requirements for each work group	1.13/12.13	Human Resources Manager		
<b>6. Support staff continuing education</b> 6.1. Assist staff with continuing education and certification programs 6.2. Evaluate funding sources to assist with staff continuing education expense	7.15/ 7.15/	Human Resources Manager		
<b>Adequate and Competitive Compensation</b>				
<b>7. Implement a compensation plan for all administrative and corrections positions</b> 7.1. Review of the current compensation process and DHR rules 7.2. Compose a comprehensive compensation plan 7.3. Review time-keeping practices and policies 7.4. Implement a new compensation process and plan 7.5. Complete a position classification review	1.13/7.13 6.12/7.13 1.14/7.14 1.16/ 1.16/	Human Resources Manager		
<b>Employee Relations</b>				
<b>8. Provide a work environment that is characterized by the fair treatment of staff, open communications, personal accountability, trust and mutual respect.</b> 8.1. Review the discipline process, rewrite policy and process to include clear expectations. 8.2. Develop a process for staff recognition 8.3. Devise a training plan for managers and supervisors to improve skills.	5.12/2.13 12.13/12.14 5.12/6.13	Human Resources Manager		



## Accountability

Objectives/Actions	Schedule <i>Begin/Finish</i>	Responsibility	Resources Needed	Comments/Status/Date
<b>Resource Management and Efficiency</b>				
<b>9. Implement a fact-based QMS that represents evidence of a continuously improving department-wide system through the measurement of key metrics throughout the department.</b> 9.1. Define and develop an integrated quality management system 9.2. Revise, update and develop new policies and SOP's based on the results of the QA assessment	5.12/12.15  5.12/6.13	Director's Office		
<b>10. Provide adequate IT staff and the commitment to update the IT infrastructure in both software and hardware to continually meet the needs of our 24/7 operation resulting in the provision of a stable network, applications and secure information environment for staff to perform their duties efficiently and effectively. Update the equipment list and provide an accurate &amp; up to date inventory</b> <b>Staffing Initiatives:</b> <b>10.1.</b> Next 12 month staffing needs and priorities (FY14): Preliminary DU - June 1, 2012 - Refined as Budget request evolves. <b>10.2.</b> Plan for the next 3 years. (to start plan with new IT Svrs. Manager) - Will be in the 6 month goal of the new manager to be completed by Mar. 2013. Provide an overall staffing plan. <b>10.3.</b> Next 12 month staffing needs and priorities (FY15): Preliminary DU -	6.12/9.12  6.12/3.13  6.13/9.13	Management Services Chief	Based on funding	

June 1, 2013 - Refined as Budget request evolves.				
<b>Infrastructure:</b>				
10.4. 3 month moratorium to get the version control in place. IT managers to present a plan to Leadership on what will be completed during this 3 month stoppage on July 9th.	7.12/			
10.5. Leadership providing the direction and needs of field personnel and IT having time to react to those needs. Assist in prioritizing needs for the agency.	12.12/			
10.6. Provide a list and schedule of replacement equipment on a ongoing basis. (exp. 25% replacement of computers, what is the schedule for a server, router, SAN, etc.)	10.12/			
10.7. Priorities on-going as they relate to applications (CIS new implementations and changes, Exchange, Window's upgrade, Sharepoint, etc.)	10.12			
10.8. Implementing a Change Management Committee. (Taking the place of EUSC, having a broader impute) This is being driven by the Project Management Office (PMO). Initial plan on this Committee, Aug. 2012	8.12/12.12			
<b>11. Implement a department-wide Change Management Process</b>		Management Services Chief		
11.1. Create a standardized process and forms to assist in this process. (Agency Project Management staff) - Invite feedback from staff	9.12/			
11.2. Implement the formalized process and approved by leadership	9.12/			
<b>Contracts Administration</b>				
<b>12. Reduce risks and optimize the use of resources to achieve the desired outcome for all IDOC contracts</b>		Management Services Chief		

12.1. Create formalized and measurable monitoring processes and standardized tools for major contracts.				
12.1.1. Develop Contract Oversight Manual for ICC	Underway/7.12			
12.1.2. Develop Contract Oversight Manual for CAPP	Underway/12.12			
12.1.3. Develop Contract Oversight Manual for Medical Services.	Underway/3.13			
12.1.4. Develop Contract Oversight Manual for SUD	6.14			
12.2. Establish communication protocols for cross-divisional monitoring of contracts	3.13 (Medical & ICC)			
12.3. Establish centralized contract administration.				
12.3.1. Collaborate with other divisions to develop a list of all current contracts.	12.13			
12.3.2. Evaluate current conditions to determine contract administration needs	7.14			
12.3.3. Formalize a department wide contract development and administration process for all IDOC contracts and standardize contract administration policies.	12.15			
12.3.4. Determine resource requirements for centralized contract administration.	6.16			
12.4. Establish centralized MOU administration.				
12.4.1. Create a comprehensive list of MOUs	6.12/12.12	Director's Office		
12.4.2. Develop an SOP for development, review and retention of MOUs	12.12/12.13			

## Partnerships

Objectives/Actions	Schedule <i>Begin/Finish</i>	Responsibility	Resources Needed	Comments/Status/Date
<b>Effective Offender Population Mgmt.</b>				
<b>13. Enhance partnerships and realign resources as feasible to enhance offender success in a non-incarcerated setting</b> 13.1. Develop working relationships with governments and local provider networks 13.2. Continue communication to stakeholders based on the established communications plan	6.12/6.17  6.12/6.13	Director's Office		
<b>14. Implement focused supervision for probation and parole according to best management practices and assessed risks</b> 14.1. Conduct screening and assessment of each IDOC offender under supervision 14.2. Establish new standard to intervene proactively: Treatment referral with first violation or positive urinalysis 14.3. Assure all supervised offenders are entered into ILETs	6.12/2.13  7.12/12.12  6.12/6.14	Operations Chief		
<b>15. Implement structured re-entry</b> 15.1. Enhance community reintegration for all offender services	6.12/6.13	Operations Chief	Reentry Council	
<b>Public Awareness</b>				
<b>16. Continue to develop critical new partnerships, while maintaining current partnerships with both public and private entities</b> 16.1. Define and clarify partnerships, roles and responsibilities	7.12/7.17	Director's Office		

<b>17. Continue and enhance IDOC's communication and education efforts to the public</b> 17.1. Create a communication plan for FY13 to include brief sheets, internet and social media updates, news releases and dialogue with partners. 17.2. Invite news items from regional IDOC officials to inform the public of positive IDOC activities 17.3. Encourage submittal of presentations of successful IDOC programs at national conferences	7.12/7.13  7.12/7.13  7.12/7.17	Director's Office		
<b>18. Build understanding of corrections with new lawmakers</b> 18.1. Visit new lawmakers within 90 days of election	6.12/1.13	Director's Office		

## Opportunities for Offender Change

Objectives/Actions	Schedule <i>Begin/Finish</i>	Responsibility	Resources Needed	Comments/Status/Date
<b>Continuum of Services</b>				
<b>19. Identify and implement systemic strategies to resolve the road blocks to successful offender change</b> 19.1. Develop and implement remaining components of the Offender Management Plan 19.2. Evaluate and refine the IDOC Sex Offender Management Program (In accordance with SOMB development and CSOM recommendations for Idaho)	5.12/3.13  5.12/7.13	Operations Chief		
<b>20. Design and implement a full continuum of evidence-based programs, treatment and services to meet the needs of offenders, families and the criminal justice system</b> 20.1. Develop and implement a domestic batterers pathway 20.2. Develop and implement a behavioral health program for community corrections	7.12/7.13  5.12/9.12	Operations Chief	If approved	
<b>21. Develop focused tools to manage and measure pathways effectively</b>	5.12/7.13	Operations Chief		

# **Communication Plan Framework**

## **Guiding Principles**

### **General Principles**

- All communication will be professional and appropriate.
- Communication will be in a timely manner and in the most appropriate format.
- The decision process will seek input from those affected and impacted where feasible and appropriate.
- Face to face communication is preferred and encouraged, but not always possible.
- E-mail shall be used appropriately and judiciously.
- Communication should reflect the department vision as a leader and educator on criminal justice issues.
- Avoid creating or sustaining “silos” within the agency.

### **Internal Communication Principles**

#### **Work Unit**

- Work Unit manager is responsible for effective communication within the work unit.
- Work Unit manager is responsible for passing information up within the organization.

#### **Division**

- Division chief is responsible for effective communication within the division.
- Division chief is responsible for passing information up within the organization.

#### **Cross-Division**

- Division and deputy chiefs are responsible for communication issues impacting multiple divisions.
- Division chiefs and deputy chiefs are responsible for passing information up and within the organization.

#### **Department-wide**

- Director's Office communicates issues impacting operations within most divisions, bureaus and/or work units.

#### **Board of Correction**

- Director's Office communicates issues impacting department operation to the Board of Correction.

### **External Communication Principles**

- Constituent communication regarding offender issues requires research first prior to response to ensure consistent communication.
- Constituent requests specific to institutions should be managed at the work unit.

### **Media Communication Principles**

- Work unit managers confer with Division chiefs, deputy chiefs and Director's Office (PIO) prior to responding to media requests.
- Those responding to media requests should act in accordance with the structure outlined in the IDOC media policy.

External partners include: Media, Legislature, Courts, Governor's Office, Board of Correction, General public, Criminal Justice Partners, offenders and offender families and stakeholders.

## Internal Communication Plan Summary

Name of Communication	Purpose	To / From	Tool or Method	Schedule * 1, 2, 3, 4, 5, 6, 7	Responsibility	Comments
DOC Talk	Celebrate, inform, connect staff – focus on projects	Staff/Staff and leadership	Electronic newsletter	3 – every other month	Director's Office	All divisions and work units
EDOC	Inform, access to documents, specific staff surveys, etc.	Leadership/ Staff	Internal Website	6	Managed by IT, input by managers/leaders	
Internet	Inform, access to documents	Staff/ Managers and leaders	External website	1	Managed by Internet Mgmt Team, Division Reps.	All divisions and work units
Staff Update Visits	Update staff on legislative session, current issues and trends	All staff/ leadership team	Face to face-State tour	5 or as needed	Leadership team	
105's	Update key staff on incidents at all institutions/districts	105 group/ shift commanders	Electronic e-mail report	6	Shift commanders	Discussed a subject line
Shift briefings	Information and education	Work site staff/work site managers	Face to face /share calendars on EDOC	3	Work Site leader	
Work site newsletters & memos to staff	Celebrate, inform, connect staff – share, policies, actions, etc.	Site staff/ work site leader	Electronic newsletter	6	Work site leader and shared w/other divisions	Not all sites can support a newsletter
Director's Memo	Inform staff on department issues	Director	e-mail	2	Director's Ofc.	

## External Communication Plan Summary

Name of Communication	Purpose	To / From	Tool or Method	Schedule * 1, 2, 3, 4, 5, 6, 7	Responsibility	Comments
Governor's Report	Operational update on key issues, population - brief	Governor, Board, lawmakers/ Director's Ofc.	E-mail document	2	Director's Office	
Media Heads-up	Overview of key media requests	Governor, Board, Dir. Of, lawmakers, Dpty, Fac.hds, CWC Mgrs.	E-mail	6	Director's Office (PIO)	
Brief Sheet	Education and inform partners of current issues and trends	Governor, lawmakers, judges, CJC partners, Board/Dir Ofc.	Mail or email 1 page newsletter, EDOC, Internet	4	Director's Office	
News Release	Inform the public of key events	Media, governor, leadership, Board/Dir Ofc.	E-mailed, Post on internet, social media	6	Director's Office	
Constituent communication	Answer concerns and questions from families	Inmate families, public Directors Ofc., Work Unit Ldr	Letters/e-mail/phone or face to face	6	All staff	Well-researched so consistent message is given
Internet and Social Media	Educate and inform	Public, stakeholders/ all staff	Internet	6	Managed by Internet Mgmt Team, Div. Reps.	
Video	Educate & motivate		Video	6	Director's Office	
Educational Packet	Education	Public	Video, dept brief, current brief sheet	6	Director's Office	

\* Schedule Notes: 1-Daily, 2-Weekly, 3-Monthly, 4-Quarterly, 5-Yearly, 6-As needed, 7-Other



# Plan Implementation and Management

The successful achievement of the plan's goals, objectives and performance measures is critically dependent upon the effective integration of the plan into the ongoing operation and management of the department. The leadership team, with the appropriate support of the Quality Council, agrees to the following approach to support the full integration of the strategic plan into the department management procedures. It is assumed that the following activities will involve the leadership team at a minimum, with additional involvement by division deputies and other staff and partners as required.

## **A. Strategic Plan Communication Throughout the Agency**

- Request by Division Chiefs, individual strategic plan application plans from each work areas, wardens, district managers to division chiefs by September
- Report status to Division Chiefs monthly, who will incorporate into their monthly report at the Leadership Team meetings
- Report out annual progress at fall staff meeting, in DOC talk and Director's Messages

## **B. Monthly Strategic Plan Progress Review**

- Brief strategic plan status report by each of the responsible individuals for each of the current and near term goals and objectives to be presented at monthly leadership team meetings
  - Current status of the objective, action, etc.
  - Outstanding needs to make progress, complete, etc.
  - Obstacles to progress, completion, etc.
  - Resource needs, status, etc.
  - Celebrate successes
  - Upcoming steps and actions
- Discussion regarding possible minor changes to the plan; goals, objectives, etc.

## **C. Semi Annual Plan Review**

- Deeper review of plan progress and more extensive status
- Discussion / possible plan adjustments

## **D. Annual Plan Review**

- Thorough plan status / progress review
- Validate support for mission, vision and values
- Discussion of plan adjustment as needed to reflect changing department needs, internal and external conditions, available resources, etc.
- Modification of goals and objectives as needed - Identify new goals as needed
- Identify new performance measures for the coming year
- Develop associated partnership strategies to achieve goals, objectives, etc.
- Determine funding needs and legislative requests as required
- Determine need for more extensive plan revisions and process
- Pursue additional planning efforts if needed to update the long range plan

## **E. As Needed Actions**

- Develop and implement change management processes as needed to support effective plan implementation



*Planning services provided by:*

**KMP Planning**

2530 Canyon Gate Pl. Twin Falls, ID 83301

208-734-6208 / [kmpplanning@cablone.net](mailto:kmpplanning@cablone.net)